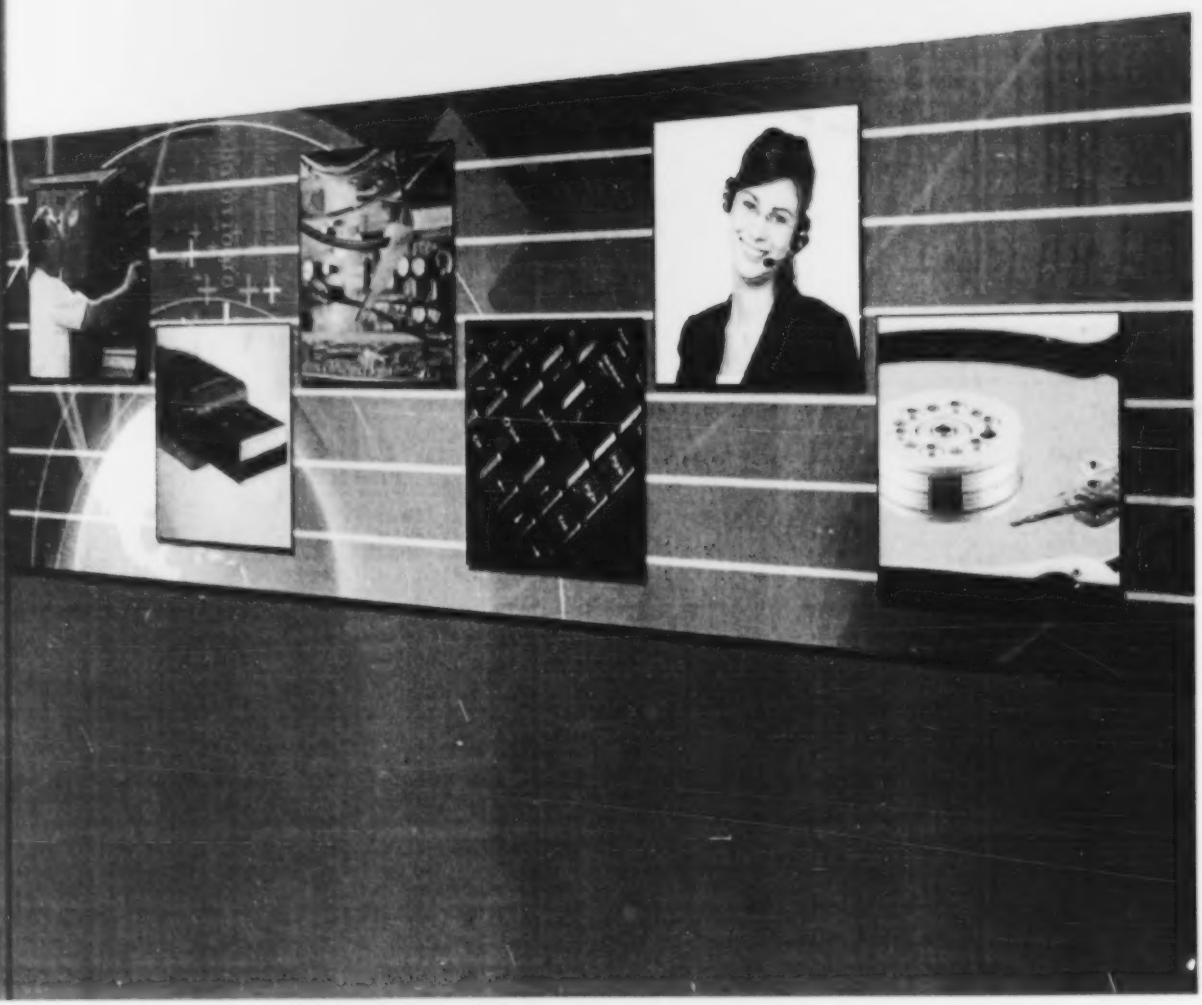
INFORMATION TECHNOLOGY - INFORMATION MANAGEMENT

Newfoundland
Labrador

Office of the Chief Information Officer

Annual Report
2008-2009



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Office of the Chief Information Officer

Annual Report 2008 – 2009

Newfoundland Labrador

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Message From The Minister

As the Minister responsible for the Office of the Chief Information Officer (OCIO), I am pleased to present the 2008-2009 Annual Report.

The OCIO was created in 2005 with the purpose of streamlining the information technology (IT) functions of Government, building Government's information management (IM) capacity and supporting the IT and IM sectors of the province. Since that time, the OCIO has made great strides towards improving the IT and IM capabilities of Government.

In accordance with the OCIO's mandate, during 2008-2009, the OCIO focused on IM, information protection and providing innovative technologies and IT support to Departments and supported public bodies. Several projects worked on this year including the Information Security Classification project, the IM Capacity Assessment Tool, the IM Horizontal Review, the consolidation of IT Service Desks, and the Online Job Application project centered on improving Government's ability to better manage and protect information, and streamline manual processes.

I anticipate continued work between the OCIO, Departments, supported public bodies and the local IT industry will enhance Government's service delivery. Collaboration with the local IT industry has enabled vendors to increase their resource capacity, and strengthen their ability to compete in local and global markets.

I recognize the hard work that went into meeting the objectives outlined in this report and I thank the employees involved for their continued efforts. Since the creation of the OCIO, the commitment and innovation of OCIO employees has steered the organization towards meeting its goals. From the content of this report, I am confident the employees' dedication in 2008-2009 will keep us on course towards achieving future objectives.

The following report covers the period April 1, 2008 to March 31, 2009. My signature below indicates my accountability for the results reported herein.

Honourable Jerome P. Kennedy, Q. C.
Minister Responsible for the Office of the Chief Information Officer
Minister of Finance and President of Treasury Board

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Performance Summary

The following is a summary of the OCIO's performance in meeting its Business Plan objectives over the 2008-2009 fiscal year. Further information is provided in the Report on Performance 2008-2009 section of this report.

Issue #1: Information Protection and Management

Objective: By March 31, 2009, the OCIO will have initiated standards and practices to improve the management and protection of information in Government.

Planned Result: Indicator	Actual Result
• Implemented Disaster Recovery Plans for Government's most critical systems.	Partially Achieved
• Developed a Business Continuity Plan for the OCIO.	Achieved
• Initiated policies and standards based on industry best practices to manage and protect Government information.	Achieved
• Developed a data classification tool.	Achieved
• Implemented Information Management Capacity Assessment Tool (IMCAT) assessments for two Government Departments.	Achieved

Issue #2: Service Delivery

Objective: By March 31, 2009, the OCIO will have initiated processes to improve service delivery

Planned Result: Indicator	Actual Result
• Implemented an information technology solution that supports incident management using industry best practices.	Achieved
• Conducted a Government-wide survey on the services provided by the OCIO.	Achieved
• Improved reporting levels to Departments on services provided.	Achieved

This year the OCIO will continue to develop formal disaster recovery plans. See the report on performance section for additional information on indicator variance.

Issue #3: E-Government

Objective: By March 31, 2009, the OCIO will have begun the core element supporting electronic service delivery.

Planned Result: Indicator	Actual Result
• Supported the deployment of a common enhanced payment engine.	Achieved
• Facilitated the implementation of a common directory of business licensing and permitting processes.	Achieved

Issue #4: Industry Growth

Objective: By March 31, 2009, the OCIO will have initiated work with the information technology and information management service providers to enhance opportunities for fully outsourced projects.

Planned Result: Indicator	Actual Result
• Developed a framework for outsourcing full projects.	Achieved
• Improved consultation and communication with information technology (IT) service providers.	Achieved
• Improved planning for multi-year projects.	Achieved

2 Departmental Overview

The Office of the Chief Information Officer (OCIO) is responsible for improving the information technology (IT) capabilities of the Government of Newfoundland and Labrador. The OCIO also provides leadership to Government, building it's information management (IM) capacity.

The OCIO has optimized its organizational structure to meet current needs and put necessary processes in place to allow the organization to focus on Government's IT and IM needs.

VISION

The vision of the OCIO is of a professional IT and IM capability aligned to enable the business of Government and support the needs of the citizens of the province.

MANDATE

The OCIO operates as an entity within the Executive Council and is governed by the *Executive Council Act*. The OCIO is responsible for:

- IT and IM coordination, planning, budgeting and policy development,
- developing and operating computer systems and infrastructure for Government Departments, agencies, boards and commissions that are directly supported by the administrative support services of Departments,
- expenditures and procurement of IT goods and services,
- administering the *Management of Information Act*,
- managing IT related agreements and contracts,
- providing consultative services, particularly in the area of IM, and
- working collaboratively with the private IT sector to maximize business opportunities while meeting the IT and IM needs of Government.

VALUES

The OCIO fosters a professional, supportive environment that aims for quality service, is respectful of the individual, supports the advancement of skill sets, and promotes a collaborative approach to sharing and communicating knowledge and experience. Our values are client focus, accountability, life-long learning, integrity, flexibility and stewardship.

Client Focus

Each person responds to and follows up on client needs in a respectful, timely and appropriate manner.

Accountability

Each person represents the OCIO to the best of his or her ability, assuming responsibility/ ownership for the commitments of the organization.

Life-long Learning

Each person takes responsibility for their ongoing professional development and learning in support of their own personal growth and corporate objectives.

Integrity

Each person conducts themselves with honesty while treating all dealings and conversations with clients and peers with sensitivity, objectivity, and consideration for the rights, values, needs and opinions of others.

Flexibility

Each person is adaptable and committed to providing creative and innovative service in a rapidly changing organization with many demands.

Stewardship

Each person takes responsibility for the stewardship of Government's information assets; protects the personal information of citizens; and takes all reasonable measures to ensure appropriate management of Government information.

MISSION

By 2011, the OCIO will have improved the IT and IM function to strengthen and modernize service delivery for Provincial Government entities.

LINES OF BUSINESS

Through its lines of business, the OCIO works to provide a wide range of IT and IM services and programs to improve Government's IT and IM capabilities, and to enhance service delivery to Departments and the public. The OCIO also provides IM policy development and advisory services for Departments and agencies to assist them in advancing their IM capacity. The OCIO's lines of business are listed below.

ORGANIZATION AND STRUCTURE

The OCIO is structured into five branches: Application Development, Application Services, Corporate Operations and Client Services, Information Management and Operations.

BRANCHES AT A GLANCE

Application Development provides overall vision, strategy, policy, guidance and leadership in relation to the design, development, implementation and deployment of system development, IT infrastructure and new technology projects for Government Departments and supported public bodies.

Application Services delivers overall leadership and vision for the OCIO's application services, including application support, application enhancement,

List of OCIO Lines of Business

Application Development and Support	Operations
• In-house application development • Management of contracted application development • Implementation and customization of ready-made vendor solutions • Development and deployment of enterprise-wide applications • Support for all of the above	• IT Service Desk for desktop support, application-related issues and IM systems • Printing solutions • Data and file back-up and recovery • Disaster Recovery planning • Software version control • Communication services, excluding telephone communications but including the Internet • IT asset management
IT and IM Policy, Planning and Standards	**Budgeting and Expenditures**
• Development of IT and IM policies, procedures, standards, and guidelines • Strategic planning and management of initiatives for IT and IM • IT and IM services and support as mandated in the *Management of Information Act* and the OCIO Business Plan • Protection of information, and policies and procedures for retention and disposal of both paper and electronic data • Procurement of professional resources from private IT and IM businesses, building local industry capacity while meeting Government's needs	• Professional services, including resource acquisition • Acquisition of hardware and software • Hosting and processing services • Development and management of service contracts and agreements • Licensing agreements • Other expenditures associated with IT and IM as defined by the *Management of Information Act* and the OCIO Business Plan

application maintenance, production control, web support and database administration services. In doing so, Application Services supports approximately 600 business applications.

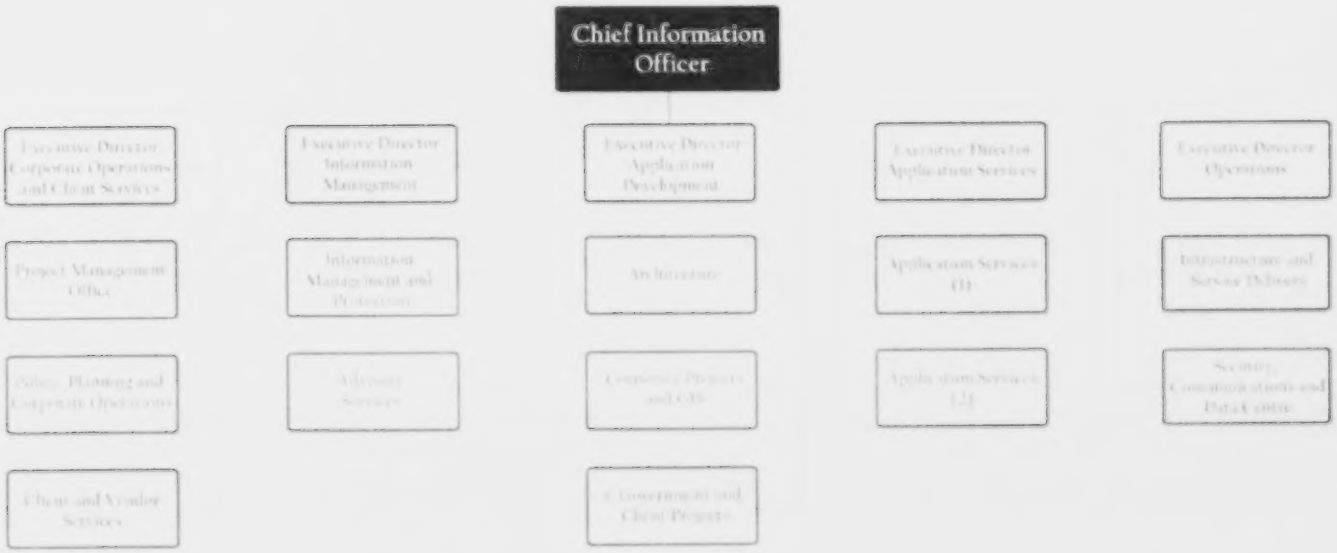
Corporate Operations and Client Services coordinates business operations, financial administration, contract management, policy development, strategic planning, human resources, project management and facilities management services for the OCIO. The Branch also works in collaboration with Departments and supported public bodies to set the IT strategic direction for Government and the advanced technology sector on industry development.

Information Management develops policy in the areas of IM and information protection, provides advisory services and support to Government Departments and supported public bodies to build Government's IM capacity and, enable compliance with legislation and IM best practices. The IM Branch is responsible for OCIO's administration of the *Management of Information Act* and for Government-wide IM and information protection initiatives. The IM Branch is also accountable for OCIO's overall information protection program and strategy and to provide advice to all OCIO Branches and operations.

Operations provides ongoing support, management, security, integrity and availability of Government's IT infrastructure and assets. Government IT assets consist of over 7,000 desktop and laptops, printing technologies as well as an enterprise data centre hosting hundreds of OCIO managed servers, enterprise applications and related technologies. The primary focus of the Operations Branch is to ensure availability and security of all IT components enabling Government program and service delivery mandates.

OFFICES AND EMPLOYEES

The OCIO has approximately 219 permanent positions and 68 temporary positions for a total of 287 positions. The majority of the OCIO's employees are located at the OCIO's main offices at 40 Higgins Line however, some are located in offices throughout St. John's. There are 17 employees distributed amongst the OCIO's regional offices in Happy Valley-Goose Bay, Corner Brook, Stephenville, Grand Falls-Windsor, Gander and Clarenville.



Of the OCIO's 287 positions, the OCIO employs approximately 65 per cent male and 35 per cent female employees in non-management positions, and 55 per cent male and 45 per cent female employees in management-level positions or above.

Just fewer than 75 per cent of employees work in technical positions. The remaining 25 percent of employees work in non-technical, management-level or above, or administrative positions. Specifically, employees classified in positions as management-level or above make up approximately 15 per cent of the organization's complement.

PRIMARY CLIENTS

Departments

- Business,
- Education,
- Environment and Conservation,
- Executive Council,
- Finance,
- Fisheries and Aquaculture,
- Government Services,
- Health and Community Services,
- Human Resources, Labour and Employment,
- Innovation, Trade and Rural Development,
- Justice,
- Labrador and Aboriginal Affairs,
- Municipal Affairs,
- Natural Resources,
- Tourism, Culture and Recreation,
- Transportation and Works.

Supported Public Bodies

- Fire and Emergency Services, Forestry and Agrifoods Agency, Government Purchasing Agency, Workplace Health and Safety Compensation Review Committee, Labour Relations Agency, Labour Relations Board, Legal Aid Commission, Municipal Assessment Agency, Public Service Commission, Research and Development Corporation, The Rooms, and Royal Newfoundland Constabulary,
- Provincial and Supreme Courts,
- House of Assembly and Statutory Offices (except Auditor General): Office of the Chief Electoral Officer, Office of the Child and Youth Advocate, Office of the Citizens' Representative, Office of the Information and Privacy Commissioner.

In 2008-2009, OCIO employees took advantage of 324 training opportunities.

BUDGET 2008-2009

The net expenditure for the OCIO for the fiscal year 2008-2009 was $70,743,600. This amount can be divided into five categories:

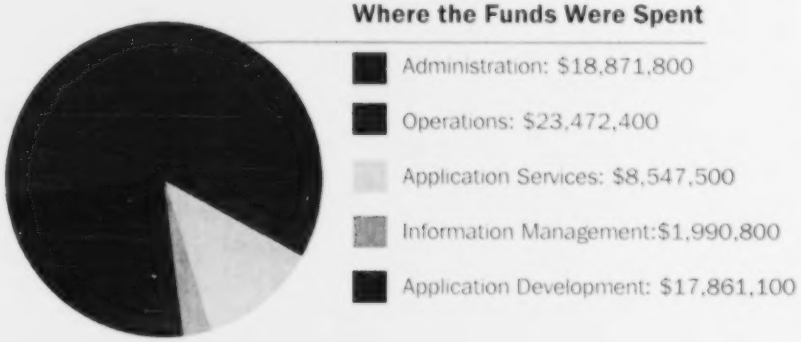
Application Development – the design, development, implementation and deployment of roughly 100 system development projects to maximize potential and improve the delivery of services provided by Government.

Application Services – the support, enhancement, maintenance, production control, database administration and web support of over 600 business applications.

Operations – the ongoing support, management, security, and availability of Government's IT infrastructure and assets that enable Government's applications to function.

Information Management – advisory services and support to the OCIO, Government Departments and supported public bodies on IM and information protection to enable compliance with legislation and IM best practices.

Administration – the salaries, supplies, equipment and other services required for the operation of the OCIO. Also includes the Corporate Operations and Client Services Branch which handles the business operations, financial management, facilities management, human resources planning, strategic planning, policy development, client relationship and service level management of the OCIO.



3 Shared Commitments

The OCIO works in partnership with Government Departments and publicly funded bodies on information technology (IT) and information management (IM) initiatives. Through these shared commitments, the OCIO is able to meet the IT and IM needs of Government entities and key strategic objectives outlined in its business plan. Below is a partial list of shared initiatives undertaken by the OCIO in 2008-2009. For a complete list of projects, refer to Appendix A.

IM INITIATIVES

1. Information Management Capacity Assessment Tool (IMCAT)

The IMCAT was developed by the OCIO in 2006 as a strategic planning tool for Departments and agencies. It enables organizations to assess their current IM state against legislative and policy compliance, and to identify gaps and areas for improvement. It also provides a three-year IM Action Plan with high-level budget estimates to develop a sustainable IM program. The assessments have already been completed for a number of Government Departments, Provincial and Supreme Courts, and the House of Assembly and its Statutory Offices. OCIO is putting in place a plan to complete the human resource component of IMCATs for remaining Departments. Information Management Capacity Assessments for the Departments' of Fisheries and Aquaculture, Tourism, Culture and Recreation and Labrador and Aboriginal Affairs were completed over the 2008-2009 fiscal year.

2. Information Management Horizontal Review

The Information Management Horizontal Review began in 2007 with an assessment of the current IM infrastructure in Government and recommendations on standardizing IM position descriptions and classifications as well as developing learning, growth and recruitment strategies to improve Government's IM capacity. The project has resulted in a new approach that will enable Government to address IM requirements in a more strategic manner.

In the 2008-2009 fiscal year, the project provided a set of position specifications and classifications for IM positions in Government, a career path for IM staff, core IM competencies for Executive, Management and IM staff, a learning and growth plan for IM and an approach to IM recruitment.

The project has succeeded due to the collaborative efforts of the OCIO, Public Service Secretariat, Public Service Commission, Cabinet Secretariat, Department of Government Services, and the private IT sector.

IT INITIATIVES

1. Vessel Management System

An automated solution for the Department of Transportation and Works, Marine Transportation Services Branch that will help improve the delivery of safe and reliable ferry services and increase the efficiency and overall performance of the service.

The detailed business requirements have been completed and approved by the Department of Transportation and Works. A request for proposals is planned to be released early in 2009-2010. The project is expected to take about two years to complete.

2. Vital Statistics Registry System

A new system for the Department of Government Services, Vital Statistics Division to maintain a registry of Newfoundland and Labrador vital events including

births, deaths and marriages from as far back as 1892. It will also be used to register adoptions, name changes, provide certificates to individuals for identification, confirmation of entitlements to various benefits and other legal reasons.

The detailed business requirements have been completed and approved by the Department of Government Services. A request for proposals will be released early in 2009-2010.

3. Online Job Applications System

This project is to develop and implement an Online Job Application System for the Public Service Commission (PSC).

The project team successfully completed the analysis stage in February 2009. Detailed requirements were gathered that would facilitate the eventual implementation of an effective online recruitment system which would allow the PSC to streamline and eliminate redundant manual processes, accommodate reporting needs and accelerate communications with job applicants. From an external standpoint, an online recruitment system, complemented by a visually appealing web interface and intuitive site architecture with search capability, will help promote the Government as an employer of choice.

Software implementation is targeted for 2009-2010.

4. Jury Administration System

The Jury Administration System will replace the system currently in use by the Sheriff's Office, Department of Justice. The Jury Administration System manages the jury pool (short term and long term exemptions from the Jury Pool based on the *Jury Act* and Jury Regulations) as well as Jury Panels, Jury Trials and daily court logs.

The detailed business requirements and design have been completed for this system and a request for proposals is planned to be released in 2009-2010.

5. Long Term Rebates System

Long Term Rebates is a development project to create a centralized rebate engine that can be used to administer various rebates offered by the Government.

The detailed business requirements and design have been completed for this system. Initially, the system will be used for home heating and parental benefits rebates. Development is on-going and scheduled for implementation in 2009-2010.

6. BizPaL

BizPaL is an online service that simplifies business permit, licence and compliance processes for entrepreneurs and Government. For entrepreneurs, it provides one-stop online access to permit and licence information for all levels of Government. For Government, it provides assurance that business clients will have the information they require to meet permit and licence requirements. The Government launched BizPaL on February 27, 2009 through a collaborative effort with the Government of Canada, Department of Government Services, the City of St. John's and the towns of Stephenville and Happy Valley-Goose Bay.

4 Highlights and Accomplishments

RISK ASSESSMENT AND MITIGATION PROJECT

The Risk Assessment and Mitigation Project (RAMP) was one of the OCIO's top priorities for 2008-2009 fiscal year. RAMP was initiated to enhance security of key, sensitive applications supported by the OCIO through risk assessment and mitigation activities. Lessons learned from RAMP will be used to formalize further risk assessment and mitigation within the context of OCIO's overall information protection program.

INFORMATION SECURITY CLASSIFICATION

The OCIO began the Information Security Classification project in August 2008 and it was completed in December 2008. The Information Security Classification is the business process of classifying information according to its sensitivity. The proper classification of information and allocation of responsibilities for its ownership are important to ensure that Government information is protected. Information varies in its degrees of sensitivity and criticality. Some information requires an additional level of protection or special handling. It is essential to classify information according to its level of sensitivity in order to deploy the appropriate level of protection. The OCIO will begin using this classification in the 2009-2010 fiscal year.

IT SERVICE DESK UPDATE

In 2008-2009, seven help desks were migrated to the HP Openview software and six help desk telephone numbers were consolidated to a single point of contact for clients. The new consolidated IT Service Desk provides IT support and services to all Government Departments and supported public bodies and can be contacted by calling one phone number or e-mailing one address.

The results of a 2009 OCIO Client Services Survey suggests Government employees are very satisfied with the service they receive from the Government's consolidated IT Service Desk.

POWER UPGRADE

On October 26, 2008 the OCIO successfully completed a major upgrade to the 40 Higgins Line power infrastructure. This upgrade positioned the OCIO with redundant Uninterruptible Power Supply (UPS) units and diesel generators, enabling it to significantly reduce the risk of service impacts due to power-related issues.

INVESTING IN THE PEOPLE OF THE OCIO

The OCIO is committed to training for its employees. The priorities are to:

- better equip employees with the tools they need to excel at their jobs;
- recognize potential and encourage development of emerging skills; and,
- groom employees for advancement within the organization.

Training is seen as an investment that is in the best interests of the OCIO and Government. In 2008-2009, OCIO employees took advantage of 324 training seats at a cost of just over $250,000.

CLIENT SERVICES SURVEY

On March 12, 2009 the OCIO issued a survey to all Government employees on the services it provides. Approximately 15% of Government employees responded to the survey providing the OCIO with an excellent sample and a valuable set of data. The OCIO is very pleased with the survey results as they suggest Government employees are generally satisfied with services provided. The respondents' comments also highlight tangible areas where the OCIO can improve its service delivery.

The Client Services Survey results indicate a **96.7%** satisfaction rate with the IT Service Desk

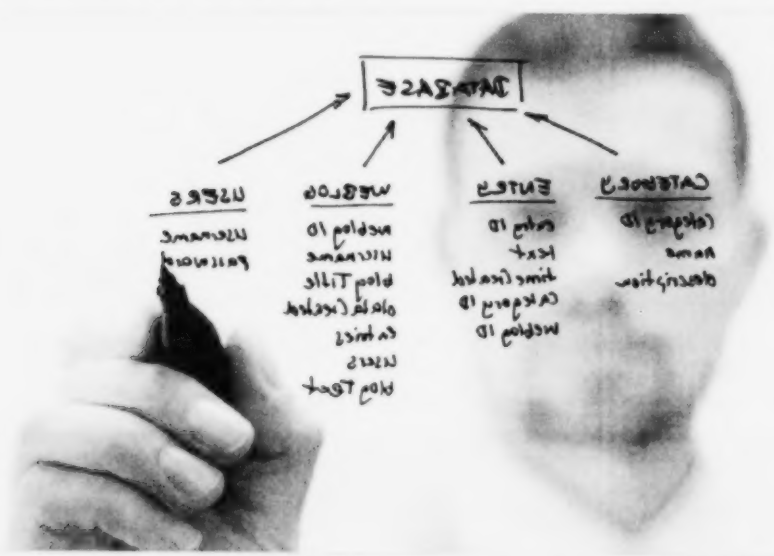
5 Report on Performance 2008-2009

In accordance with the *Transparency and Accountability Act*, the following section is an account of the OCIO progress in meeting the 2008-2009 objectives and indicators outlined in the OCIO's 2008-2011 Business Plan. Furthermore, accomplishments described below contribute to the achievement of Government's strategic direction to improve the quality, efficiency and accessibility of Government services as they relate to information technology (IT) and information management (IM).

ISSUE 1: INFORMATION PROTECTION AND MANAGEMENT

Improving how Government manages and protects its information is a major element of the OCIO's 2008-2011 Business Plan and a key component within the overall strategic direction of Government. By successfully meeting the 2008-2009 fiscal year objective of "initiating standards and practices to improve the management and protection of information", the OCIO is able to move closer to its 2011 strategic goal of improving Government's IM practices and advancing a strategic direction of Government. Such directions include the modernization of IM and information protection practices.

Subsequent indicators outlined in the table on page 13 were developed by senior management and identify activities essential to meeting the 2008-2009 fiscal year objectives.



GOAL

By March 31, 2011, the OCIO will have improved information management and protection practices in Government.

MEASURE

Improved information management and protection practices.

OBJECTIVE

By March 31, 2009, the OCIO will have initiated standards and practices to improve the management and protection of information in Government.

MEASURE

Initiated standards and practices.

Indicators and Accomplishments 2008-2009

Indicator (Planned)	Accomplishments (Actual)
1. Implemented Disaster Recovery Plans for Government's most critical systems.	Early in the 2008-2009 fiscal year, two disaster recovery specialists were hired to develop high-level disaster recovery protocols. These protocols were also integrated with the Business Continuity and Incident Response initiatives. From these protocols, an organization-wide disaster recovery framework was developed. In addition to implementing a Disaster Recovery Plan for a Government critical system, the OCIO is utilizing the disaster recovery templates from this framework and implementing them for all new projects undertaken by the OCIO.
2. Developed a Business Continuity Plan for the OCIO.	The OCIO's Business Continuity Plan was submitted in March, 2009 in accordance with initiatives, guidelines and timelines. Included within the plan was a baseline services inventory (submitted in March, 2008); a threat risk assessment (submitted in July, 2008), and business impact analysis (submitted in October, 2008).

3. Initiated policies and standards based on industry best practices to manage and protect Government information.	Over the 2008-2009 fiscal year, several policies and standards were initiated including:
	• a procedure for the secure disposal of hard drives was developed and implemented. Over the past fiscal year, 2230 hard drives were successfully shredded,
	• two protocols for accessing electronic data for *Access to Information and Protection of Privacy Act* requests:
	  • Acceptable Use Protocol, and
	  • Protocol for Electronic Records Access for Legal Discovery and *Access to Information and Protection of Privacy Act*,
	• three guidelines (Password Guideline, Network Security Guideline and Acceptable Encryption),
	• threat risk assessment and vulnerability tools were developed and approved.

4. Developed a data classification tool.	Data classification tools have been developed and are currently being implemented for all new systems development.
5. Implemented Information Management Capacity Assessment Tool assessments for two Government Departments.	Information Management Capacity Assessments for the Departments' of Fisheries and Aquaculture, Tourism, Culture and Recreation and Labrador and Aboriginal Affairs were completed over the 2008-2009 fiscal year.

Explanation of 2008-2009 Results

Over the past year, the OCIO made great strides in strengthening its capacity to safeguard and manage Governments information assets. Through initiatives such as the Risk Assessment and Mitigation Project and Departmental Information Management Capacity Assessment Tools, the OCIO is able to systematically assess possible risk points to Government information and formulate protocols and procedures (as highlighted in the table above) to mitigate possible risks.

The implementation of Disaster Recovery Plans enables the OCIO to provide critical IT services to Government clients during emergency situations. The development of these plans is a major step towards meeting Governments' strategic direction of improving the quality, efficiency and accessibility of Government services.

Disaster recovery templates and process have been developed; infrastructure has been put in place and a formalized Disaster Recovery Plan implemented and tested for one of Government's critical systems. This year, the OCIO will continue to implement Disaster Recovery Plans for Government's critical systems. Completion of the objective was impacted by time delays incurred due to the level of coordination required between the OCIO and clients to finalize Disaster Recovery plans.

Industry best practices include: ISO 27001 – IT Security, ISO 27002 – IT Security, ISO 27005 – IT Risk Management, and ISO 15489 – Records Management.

Additionally, core network upgrades completed in May, 2008 resulted in a more robust and secure network that improved the OCIO's ability to mitigate potential risks to the IT services it provides to Government.

2009-2010 OBJECTIVE:

By March 31, 2010, the OCIO will have enhanced information technology security infrastructure and modernized equipment and tools.

MEASURE 1

Enhanced IT security infrastructure.

INDICATORS

- Implemented laptop encryption.
- Implemented secure socket layer and virtual private network technologies.
- Implemented select security policies and guidelines.

MEASURE 2

Modernized equipment and tools.

INDICATORS

- Conducted analysis of select Government applications to identify and mitigate potential risks.
- Upgraded existing firewalls and switches as required.
- Implemented threat and risk assessment and vulnerability assessment tools.

ISSUE 2: SERVICE DELIVERY

The OCIO is continuously working to improve its IT and IM services to Government entities in order to better enable and support Government's lines of business.

The provision of professional, quality, IT and IM services for Government is a core function of the OCIO and is reflected accordingly within the 2008-2011 Business Plan. Over the 2008-2009 fiscal year, the OCIO commenced several client focused initiatives intent on improving communication and collaboration with Government clients. Through these initiatives, the OCIO will meet its 2008-2009 fiscal objective of "initiating processes to improve service delivery" and in turn, progressed towards its strategic goal of "improving service delivery for its Government clients".

Indicators outlined in the table below were developed by senior management and identify activities vital to meeting the 2008-2009 fiscal year objectives and moving the OCIO towards accomplishing its strategic goal by 2011.

GOAL

By March 31, 2011, the OCIO will have improved service delivery for clients.

MEASURE

Improved client service delivery.

OBJECTIVE

By March 31, 2009, the OCIO will have initiated processes to improve service delivery.

MEASURE

Initiated service delivery processes.

Indicators and Accomplishments 2008-2009

Indicator (Planned)	Accomplishments (Actual)
1. Implemented an information technology (IT) solution that supports incident management using industry best practices.	Over the 2008-2009 fiscal year, the OCIO made significant progress on the Information Technology Service Management initiative including: • Piloting Information Technology Service Management initiative in the Application Services Branch of the OCIO, which supports incident management. • Training for clients and employees as required. In total, 126 OCIO staff participated in a full day Information Technology Service Management initiative training session. In addition, 35 employees from the Department of Human Resources, Labour and Employment and Executive Council participated in half day Information Technology Service Management initiative training.
2. Conducted a Government-wide survey on the services provided by the OCIO.	The Client Services Survey was developed in February, 2009 and implemented across Government in March, 2009. The OCIO received over 1000 completed surveys (approximately 15% of the employee population) with generally positive responses.
3. Improved reporting levels to Departments on services provided	A Client Services Division was established early in the 2008-2009 fiscal year to better serve client Departments. Approval of the new organizational structure was received in March, 2009. Over the past fiscal year, the Client Service group has assisted in improving reporting levels to Government clients by: • Implementing a standardized template for Departmental Planning and Service Delivery Committee (PSDC) meeting status updates that are provided to the client committees on a monthly or quarterly basis and encompass all OCIO Branch activities. These status updates replace previous annual client reports. • Developing a modified budget process template to provide clients with budget updates. The template was implemented during this year's budget development. • Continuing to acquire approval and sign off of Service Level Agreements between the OCIO and Government Departments and entities. As of March 31, 2009, 25 Service Level Agreements and one Memorandum of Understanding were signed. There are nine Service Level Agreements and one Memorandum of Understanding in progress and scheduled to be approved in the 2009-2010 fiscal year. Over the 2008-2009 fiscal year, 23 SLAs and one MOU were signed.

Explanation of 2008-2009 Results

Over the past fiscal year, the OCIO was successful in meeting its 2008-2009 fiscal objective of initiating processes to improve service delivery. The commencement of client focused initiatives such as the implementation of service desk industry best practices, the creation of a new Client Services Division, and benchmarking client satisfaction are all positive steps in improving the way the OCIO provides IT and IM services to Government.

Government Departments are becoming increasingly dependent on IT in order to satisfy their business needs which has led to an increased demand for high quality IT services. By consolidating IT help desks and aligning IT Service Desk functions to industry best practices, the OCIO is able to improve its service desk functions to Government. Over the 2008-2009 fiscal year, the newly consolidated IT Service Desk received almost 50,000 calls and over 35,000 e-mail requests.

93.6% of the IT Service Desk's time targets to complete service calls are met. The IT Service Desk spends an average of **five minutes and 20 seconds** with each caller.

ITIL defines incident management as a process to restore normal operations as quickly as possible with minimal disruptions to business. Industry best practices include: ITIL version 2 using HP Open View. The IT Infrastructure Library (ITIL) is a set of guidelines on the management and provision of operational IT services.

The creation of a Client Services Division has afforded the OCIO an increased capacity to collaborate with Government and improve service delivery by standardizing communications and providing timely client reports/updates.

Service Level Agreements between the OCIO and Government entities ensure that both parties have a clear understanding of the services to be provided.

2009-2010 Objective

By March 31, 2010, the OCIO will have further developed processes for the effective delivery of services to clients.

Measure 1

Further developed processes for effective delivery of services to clients.

Indicators

- Continued implementation of IT service delivery model using industry best practices.
- Piloted self service help desk technologies for select clients.
- Refined Service Level Agreements to be more responsive to clients' needs.
- Implemented select recommendations arising from Government-wide client survey.

ISSUE 3: E-GOVERNMENT

Electronic service delivery provides an opportunity for Government to enhance the availability and efficiency of services provided to the public through the use of technology.

Electronic service delivery is a key element of the OCIO's 2008-2011 Business Plan and a key component within the overall strategic direction of Government. By commencing the implementation of core elements supporting electronic service delivery, the OCIO is able to move towards its strategic goal. This will enable the OCIO to support the development of electronic service delivery for all Government Departments and supported agencies. In addition, by successfully meeting these fiscal year objectives, the OCIO is able to advance Government's strategic direction of emphasizing e-Government as a means of improving the quality, efficiency and accessibility of Government services.

Indicators outlined in the table below were developed by senior management and identify activities critical to meeting the 2008-2009 fiscal year objectives.

Goal

By March 31, 2011, the OCIO will have established the necessary foundational elements to support the development of electronic service delivery.

Measure

Established the foundational elements for electronic service delivery.

Objective

By March 31, 2009, the OCIO will have begun the core element supporting electronic service delivery.

Measure

Commenced implementation of the core elements supporting electronic service delivery.

Indicators and Accomplishments 2008-2009

Indicator (Planned)	Accomplishments (Actual)
1. Supported the deployment of a common enhanced payment engine.	Over the past fiscal year, a centralized web receipting page was created to provide a common view for all applications utilizing online or ePayments. The online payment solution, ePayment Broker was then incorporated into the common page along with all required infrastructure and application modifications, testing and vulnerability assessments. All payment types will utilize the ePayment Broker system.
2. Facilitated the implementation of a common directory of business licensing and permitting processes.	During the 2008-2009 fiscal year, the OCIO implemented BizPal, an online service that simplifies the business permit, licence and other compliance regulation process for entrepreneurs, Government and third party business service providers. The BizPal initiative included data collection, business process mapping and web implementation for the entire province. The online resource was officially launched on February 27, 2009.

Explanation of 2008-2009 Results

Over the past fiscal year, the OCIO began to implement core elements required to support electronic service delivery for Government such as the deployment of a common enhanced payment engine and directory of business licensing and permitting processes.

The implementation of these core elements has greatly improved existing online services available to the public. The deployment of ePayment Broker provides the public with one standard Government online payment interface and positions the Government to be able to implement more payment options than previously available such as the use of debit cards. The implementation of BizPal; (an online business permit and licence service with partners from all levels of Government) simplifies the business permit, licence and other compliance regulation process for the citizens of Newfoundland and Labrador.

2009-2010 Objective

By March 31, 2010, the OCIO will have facilitated the availability of required data communications capability, adopted standards for data, identity, and access management to support electronic service delivery implementation.

Measure 1

Facilitated the availability of required data communications capability to support electronic service delivery.

Indicators

- Monitored Government's broadband capacity to identify opportunities for improved response time.
- Upgraded wide area network.

Measure 2

Adopt standards for data, identity and access management to support electronic service delivery.

Indicators

- Implemented geospatial data standard.
- Developed standard for data management classification.
- Enhanced password management.

ISSUE 4: INDUSTRY GROWTH

Over the 2008-2009 fiscal year, the OCIO worked in collaboration with the local IT and IM sector to maximize business opportunities while meeting the IT and IM needs of Government. According to vendor feedback , these opportunities have benefited the local advanced technology sector in the following ways:

- professional service contracts with OCIO vendors have increased the recruitment of skilled employees and provided opportunities for many Newfoundlanders and Labradorians to return to the province. All companies who provided feedback to the OCIO stated significant increases in staffing;
- the OCIO's focus on using industry leading technologies and best practices has enabled vendors to leverage ongoing investments in training and adopting leading technologies. These investments support the growth of OCIO vendors and their competitive position in local and global markets;
- vendor alliances created during professional service contracts with the OCIO have been instrumental in creating positive partnerships within the sector. These alliances permit vendors to leverage their combined strengths resulting in better value for their clients, and;
- the OCIO's emphasis on IM best practices has contributed to the growth of IM as a discipline in the province. Some vendors indicated that they plan to leverage this capacity to do IM consulting work in other jurisdictions.

Fostering growth of local advanced technology sector is the last goal outlined in the OCIO's 2008-2011 Business Plan. Over the 2008-2009 fiscal year, the OCIO commenced several initiatives intended to improve communication and project planning between the OCIO and IT and IM service providers. Through these initiatives, the OCIO will meet the 2008-2009 fiscal year objective of "Increasing opportunities for fully outsourced projects/ services" and in turn, progressed towards its strategic goal of "supporting the growth of the information technology (IT) and information management (IM) sectors".

Indicators in the table on page 19 were developed by senior management and identify activities vital to meeting the 2008-2009 fiscal year objective of increasing opportunities for fully outsourced projects.

GOAL

By March 31, 2011, the OCIO will have supported growth of the information technology (IT) and information management (IM) sectors.

MEASURE

Increased opportunities for fully outsourced projects/services.

OBJECTIVE

By March 31, 2009, the OCIO will have initiated work with the information technology (IT) and information management (IM) service providers to enhance opportunities for fully outsourced projects.

MEASURE

Initiated framework for fully outsourced projects.

Industrial Benefits Statements (Vendor Feedback) were received from IT and IM vendors including: Bell Aliant (xwave), Deloitte, Infotech Solutions, MTS Allstream, Plato, Tamarack Geographic Technologies, and zedIT Solutions.

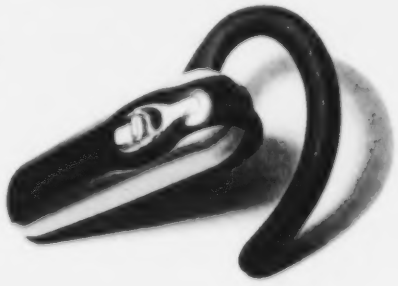
Indicators and Accomplishments 2008-2009

Indicator (Planned)	Accomplishments (Actual)
1. Developed a framework for outsourcing for full projects.	Over the 2008-2009 fiscal year, the OCIO developed, implemented and communicated a framework for outsourcing full projects. Over the course of the 2008-2009 fiscal year 37 projects were fully outsourced. The application outsourcing framework was developed as a means to facilitate the outsourcing of complete projects to IT service providers. The framework was presented to Newfoundland and Labrador Association of Technology Industries in June, 2008. The OCIO also met with company representatives of the IT Consortiums (IT and IM service providers which include: Allstream, xwave, Deloitte, Plato, Infotech, zedIT and Tamarack) to discuss the framework.
2. Improved consultation and communication with IT service providers.	Over the past fiscal year, the OCIO participated in regularly scheduled monthly management meetings as well as semi-annual executive meetings with vendors. In October 2008, the OCIO met with IT service providers to discuss results stemming from a vendor performance survey. The first vendor performance delivery survey for the OCIO was developed and distributed to OCIO management during the 2008-2009 fiscal year in order to gauge satisfaction of vendor performance. A second vendor performance survey is scheduled for the 2009-2010 fiscal year.
3. Improved planning for multi-year projects.	Over the 2008-2009 fiscal year, the OCIO developed and implemented multi-year project budgets. In addition, systems development life cycle considerations for multi-year projects were developed and incorporated in the 2009-2010 budget preparation templates.

Explanation of 2008-2009 Results

Over the course of the 2008-2009 fiscal year, the OCIO was successful in meeting its fiscal objective of enhancing opportunities for fully outsourced projects. In addition to improving opportunities for fully outsourced projects, the OCIO offered service providers valuable performance delivery feedback and implemented multi-year considerations into Government IT projects to allow service providers to better plan for future opportunities.

These initiatives not only further the 2008-2009 fiscal objective but also the strategic goal of supporting growth of the IT and IM sectors. Increasing consultation and communication with service providers has lead to an improved understanding of project goals which in turn has improved the quality of IT and IM services provided to Government.



IT AND IM SERVICES FOR GOVERNMENT:

On April 1, 2007, the OCIO awarded three-year professional services contracts to IT and IM vendors on behalf of Government. As well, a three-year contract was awarded for Government's Wide Area Network and a five-year contract for the Data Centre service provider. Over the 2008-2009 fiscal year, the OCIO has awarded approximately $38,695,700 through these contracts.

Service	Vendor	Total Expenditure for 2008-2009
WAN	Bell Aliant (xwave)	$ 1,945,900
Data Centre	Bell Aliant (xwave)	$ 4,671,500
IT and IM Professional Services	MTS Allstream consortium (includes Plato Group, Infotech Canada and Tamarack Geographic Technologies)	$ 14,022,600
	Deloitte	$ 2,928,500
	Bell Aliant (xwave) Consortium (includes zedIT)	$ 15,127,200

2009-2010 OBJECTIVE

By March 31, 2010, the OCIO will have improved the opportunities for fully outsourced projects.

MEASURE

Improved the opportunities for fully outsourced projects.

INDICATORS

- Enhanced engagement with industry partners.
- Outsourced the implementation of Information Management Capacity Assessment Tools.
- Improved project scoping.

6 Opportunities and Challenges

Since initiating the implementation of its 2008-2011 Business Plan, the OCIO has effectively worked towards fulfilling its mandate and meeting Government's information technology (IT) and information management (IM) needs.

Entering the second year of the 2008-2011 Business Plan, the OCIO has made significant progress towards meeting the goals and objectives outlined in the plan. However, there is still work to be done and in 2009-2010, the OCIO will aim to maintain its momentum to ensure it can report comparable accomplishments in 2010.

The OCIO has identified two key opportunities and challenges to guide the OCIO's work in 2009-2010 and to improve IT and IM services provided to Government.

INFORMATION PROTECTION AND RISK MITIGATION

Improving information protection and reducing risk to Government's IT infrastructure and information are key components of the OCIO's 2008-2011 Business Plan. Over the past year, the OCIO has made great strides in strengthening its ability to safeguard Government information and IT assets, by taking a holistic approach, and collaborating with Government Departments, supported public bodies, and the local IT industry. The OCIO is working towards securing Government's IT infrastructure and information through the development of technical solutions and information security policy, directives and standards.

Though there have been marked improvements to Government's capability to protect information and to minimize the probability of risk, the OCIO will continue to make advancements to its information protection and risk mitigation initiatives to maintain alignment with industry standards and best practices.

BUSINESS PROCESS AND RESOURCE CAPACITY

Within the context of this report, business process and resource capacity refers to the development and improvement of both internal business processes and human resource strategies.

Improvements made over the past fiscal year to OCIO's business processes and resource capacity is apparent in many of the improvements made in 2008-2009. For example, the changes to the OCIO's organizational structure resulted in the formation of a Client Service Division which has improved OCIO's capacity to provide services to Government Departments. Such improvements promote a more systematic and professional approach to how the OCIO collaborates with Government Departments and supported public bodies.

The OCIO will continue to commit to the development of its business processes and resources to better enable and support the business of Government.

7 Financial Statement - Unaudited

Expenditure and revenue figures included in this document are un-audited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year Ended 31 March 2009. Audited financial statements are a requirement at the Government level and are made public through the Public Accounts process, however, the Office of the Chief Information Officer is not required to provide a separate audited financial statement.

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED REVENUE FUND

		Estimates	
	Actual	Amended	Original
	$	$	$
OFFICE OF THE CHIEF INFORMATION OFFICER			
CURRENT			
4.1.01. CORPORATE OPERATIONS AND CLIENT SERVICES			
01. Salaries	1,187,875	1,601,000	1,482,400
02. Employee Benefits	10,264	13,100	13,100
03. Transportation and Communications	190,523	199,900	174,000
04. Supplies	108,422	136,000	136,000
05. Professional Services	1,277,182	1,402,900	1,098,300
06. Purchased Services	157,152	167,700	155,800
07. Property, Furnishings and Equipment	1,626,456	1,724,700	1,722,700
	4,557,874	5,245,300	4,782,300
01. Revenue - Federal	-	(500,000)	(500,000)
Total: Corporate Operations and Client Services	4,557,874	4,745,300	4,282,300
CURRENT			
4.1.02. INFORMATION MANAGEMENT			
01. Salaries	1,055,457	1,084,000	1,003,700
02. Employee Benefits	7,161	15,000	15,000
03. Transportation and Communications	34,679	71,000	71,000
04. Supplies	9,324	15,000	15,000
05. Professional Services	1,982,645	2,272,400	2,138,900
06. Purchased Services	27,804	124,200	225,000
Total: Information Management	3,117,070	3,581,600	3,468,600

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED REVENUE FUND

	Actual	Estimates Amended	Estimates Original
	$	$	$
OFFICE OF THE CHIEF INFORMATION OFFICER			
CURRENT			
4.1.03. APPLICATION DEVELOPMENT			
01. Salaries	1,199,012	1,384,000	1,300,000
02. Employee Benefits	11,892	11,900	5,000
03. Transportation and Communications	104,897	122,400	111,000
04. Supplies	129,185	444,200	722,000
05. Professional Services	12,179,967	13,349,400	10,849,400
06. Purchased Services	163,460	163,700	68,400
07. Property, Furnishings and Equipment	305,496	440,600	445,000
	14,093,909	15,916,200	13,500,800
01. Revenue - Federal	-	(2,400,000)	(2,400,000)
02. Revenue - Provincial	(107,196)	-	-
Total: Application Development	13,986,713	13,516,200	11,100,800
4.1.04. APPLICATION SERVICES			
01. Salaries	5,145,898	5,185,300	4,741,900
02. Employee Benefits	7,810	10,000	10,000
03. Transportation and Communications	36,245	61,000	61,000
04. Supplies	5,759	6,800	5,000
05. Professional Services	8,517,918	9,027,600	7,864,100
06. Purchased Services	27,057	43,500	43,500
	13,740,687	14,334,200	12,725,500
02. Revenue - Provincial	(105,136)	(102,700)	(102,700)
Total: Application Services	13,635,551	14,231,500	12,622,800
4.1.05. INFORMATION TECHNOLOGY OPERATIONS			
01. Salaries	6,652,718	7,185,400	6,693,900
02. Employee Benefits	13,600	15,500	15,000
03. Transportation and Communications	2,479,617	2,528,600	2,163,900
04. Supplies	6,411,258	6,480,400	6,224,000
05. Professional Services	6,943,043	7,274,400	8,833,500
06. Purchased Services	3,373,498	3,432,700	3,251,900
07. Property, Furnishings and Equipment	2,752,349	3,335,600	3,952,700
	28,626,083	30,252,600	31,134,900
02. Revenue - Provincial	(206,919)	(312,500)	(312,500)
Total: Information Technology Operations	28,419,164	29,940,100	30,822,400

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED REVENUE FUND

		Estimates	
	Actual	Amended	Original
	$	$	$
OFFICE OF THE CHIEF INFORMATION OFFICER			
CAPITAL			
4.1.06. APPLICATION DEVELOPMENT			
04. Supplies	**445,995**	1,100,000	2,400,000
05. Professional Services	**4,203,616**	4,698,300	5,898,300
06. Purchased Services	**-**	30,000	30,000
07. Property, Furnishings and Equipment	**587,187**	1,215,000	1,215,000
Total: Application Development	**5,236,798**	7,043,300	9,543,300
4.1.07. INFORMATION TECHNOLOGY OPERATIONS			
05. Professional Services	**-**	2,300	750,000
07. Property, Furnishings and Equipment	**1,790,443**	1,898,200	1,150,500
Total: Information Technology Operations	**1,790,443**	1,900,500	1,900,500
TOTAL: OFFICE OF THE CHIEF INFORMATION OFFICER	**70,743,613**	74,958,500	73,740,700
TOTAL: OFFICE OF THE CHIEF INFORMATION OFFICER	**70,743,613**	74,958,500	73,740,700

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8 Appendix

APPENDIX A
OCIO PROJECT LISTING – 2008-2009

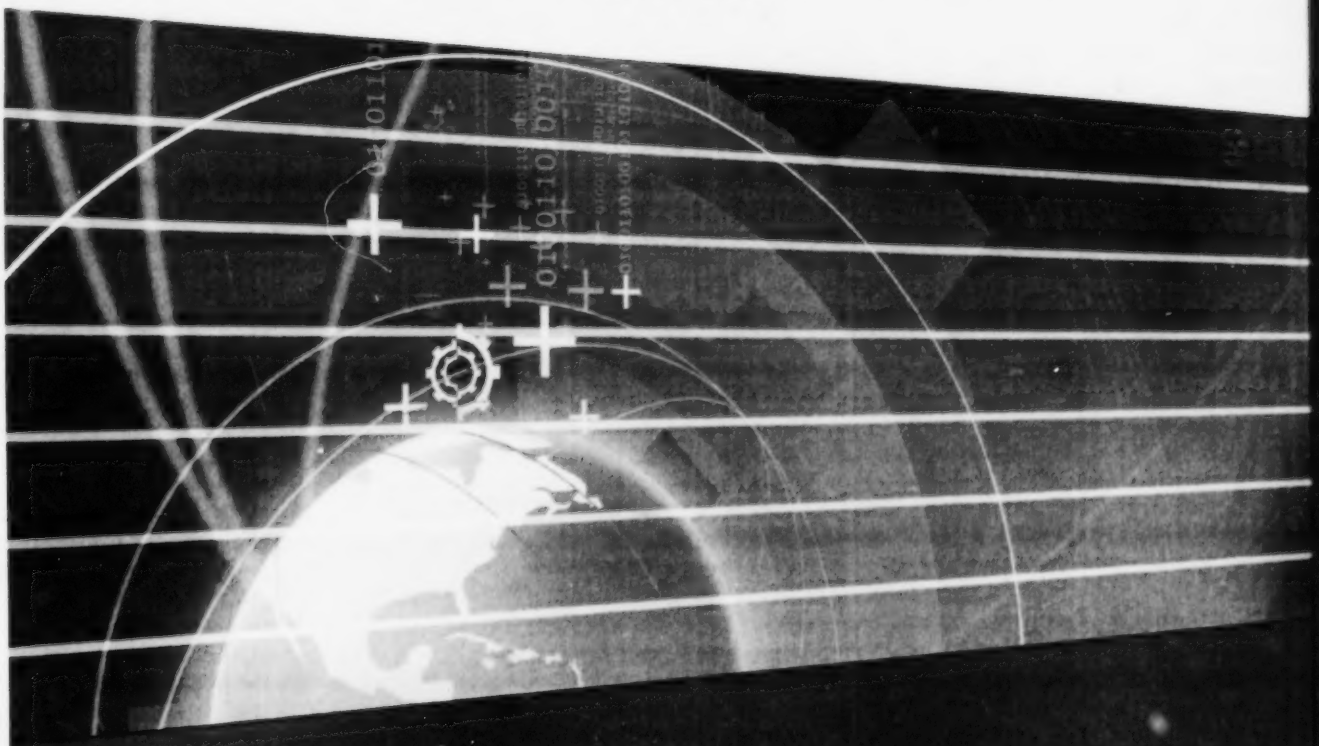
Departments	Projects
Business	• Business Attraction Funding Administration System • Green Report Implementation Project (GRIP) • Information Management Advisory Services • TRIM-e
Courts	• Card Access - Sherriff's Office • Court Scheduling • E-filing at Law Courts • Information Management Advisory Services • Sheriffs Office Inventory System • Trust Accounting - Estates Office
Education	• Adult Basic Education • Curriculum Materials in Alternate Format • Information Management Advisory Services • Provincial School Administration System • Referral Tracking • Student Aid - Implement New Canada Student Grant Program • Student Support Services • TRIM - Student Loan Corporation
Environment and Conservation	• Crown Lands Scanning project • Drinking Water Quality Geographic Information Systems (DWQGIS) Portal-Public Version of System • GIS-Surveys and Mapping Base Data Improvement • Information Management Advisory Services • MAPS-NL GIS • Pollution Prevention Project (Gas and Associated Products)
Executive Council	• Creation of Departmental websites • e-Learning Opportunity Assessment • Job Evaluation Tool • Leave Consolidation Management • TRIM-e Public Service Secretariat • Web Content Management System

Finance	• Budget Project • Central Web Receipting Project (Phase 2) • Financial Consolidation Hub • Information Management Advisory Services • Nortridge Project • Rebate System (Short Term Solution) • Rebate System (Long Term Solution) • Travel Claims System • Web Receipting Project (Phase 1) - eBroker
Fisheries and Aquaculture	• Review of Fish Licence Systems • Information Management Advisory Services • Information Management Capacity Assessment Tool
Forestry and Agrifoods Agency	• Geographic Information Systems (GIS) Forestry GEODatabase - Stage 3
Government Purchasing Agency	• Procurement Project (Government of Newfoundland and Labrador Bids)
Government Services	• BizPal • Companies and Deeds Online (CADO)-Online Deeds Registration • DFA ALIS and PLANT Replacement • Electronic Service Delivery (ESD) Plan for Government Services • Enterprise Forms Automation Project • Information Management Advisory Services • MRD Replacement Requirements • Public Safety and Mechanical Management System • Vital Statistics - Births, Marriages & Deaths
Health and Community Services	• Children, Youth and Family Services (CYFS) Care-Giver Module • CYFS Assessment and Investigation Project • CYFS Multiple File Numbers • Client Pay System • Managed File Transfer Solution • Medical Claims Processing (MCP) System Replacement • Newfoundland and Labrador Prescription Drug Program (NLPDP) Enhancements • Health Surveillance
House of Assembly	• Case Management • Expense Claims Management System (ECMS) • Information Management Advisory Services • IT Security Review • Ministerial Reporting • TRIM
Human Resources, Labour and Employment	• Client Automated Pay System (CAPS) Release 2 • Information Management Advisory Services • Integrated Systems Project • Labour Market Development Agreement (LMDA) IM IT Transition
Innovation, Trade and Rural Development	• Manufacturing Database Application • TRIM-e

Justice	• Electronic Monitoring • Information Management Advisory Services • Jury Replacement • TRIM-e
Labrador and Aboriginal Affairs	• Information Management Advisory Services • Information Management Capacity Assessment Tool
Municipal Affairs	• Disaster Financial Assistance Claim System • Fire Service and Report Management System • Municipal Assessment Server Repatriation • Municipal Information Management System
Natural Resources	• Agrifoods Profile System Growing Forward Module Enhancement • GeoFiles • Information Management Advisory Services • Mineral Exploration and Approval Management (MEAMS) • Mineral Rights Scanning Project • Newfoundland and Labrador Oil and Gas Association (NOIA) Supplier Capability Database Project
Office of the Chief Information Officer	• Central Logging • Evault • Geographic Information Systems (GIS) - Geospatial Infrastructure Team • Information Management Advisory Services • Information Technology Service Management (ITSM) Service Desk
Public Service Commission	• Online Job posting
Research and Development Corporation	• Council Setup
Royal Newfoundland Constabulary	• Mobile Report Entry (MRE/MDT)
Tourism, Culture and Recreation	• Arts and Culture Center Box Office Project • Geographic Information Systems (GIS) Tourism - Maps on website • Museum Collections Management (STAR Replacement) • NL Summer Games • Web GenCat upgrade for The Rooms
Transportation and Works	• Energy Consumption • Highway Driving Conditions Website Rewrite • Information Management Advisory Services • Road Network Management System • Vessel Management System • TRIM • Telephone Directory Rewrite • WIMS (Weigh in Motion)

Government-wide	• Corporate Geospatial Infrastructure • Genesys Infrastructure and Technology Upgrade Project • Geographic Information Systems (GIS) Crown Title Information System: Integrate AMANDA & ArcGIS • GIS DataWarehouse Policy & Governance • Human Resource Management System • Infrastructure Renewal Project • Conference Registration System • Novell Server Decommissioning • Records Management Initiative (RMI) • Spatial Data Warehouse Implementation for Corporate Government • TRIM Enterprise

Newfoundland
Labrador



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